



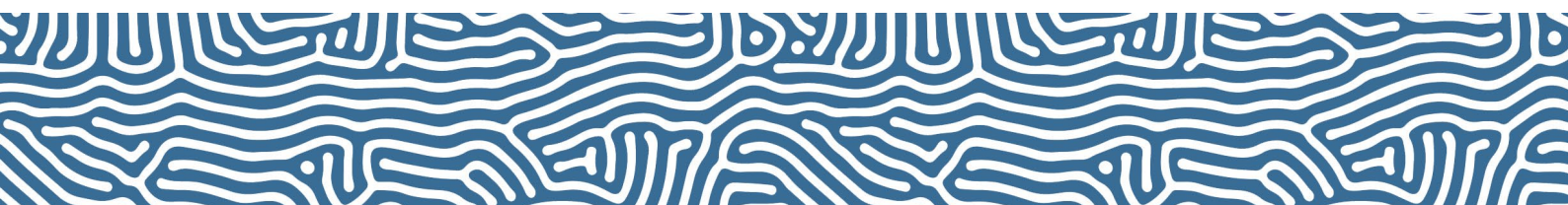
Australia Pacific
Judicial Partnership

Judicial Collegium

*Advancing judicial leadership through peer
exchange and mutual learning*

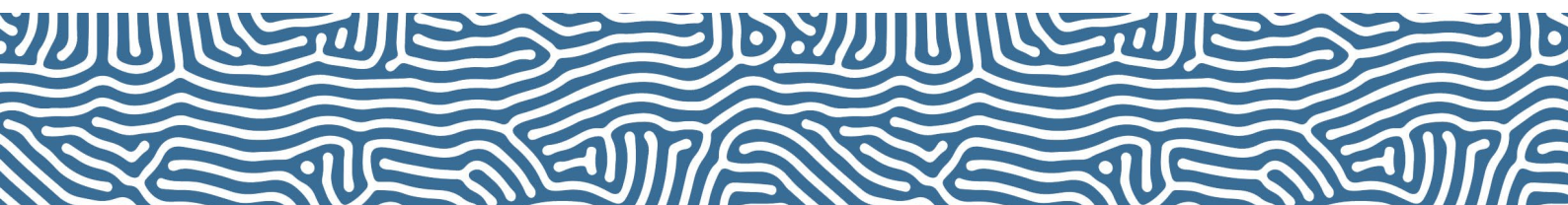
Handbook for Collegium Guides

August 2026



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Welcome

Thank you for your interest in serving as a Judicial Collegium Guide. The Judicial Collegium brings together women judges across Australia and the Pacific in a spirit of collegiality, mutual learning and professional exchange. The title *Judicial Collegium* reflects our belief that judicial professional development can best occur through engagement with respected judicial colleagues that embraces a reciprocal model of professional development.

As a Guide, you will support another judge through discussion, goal setting, reflection and the sharing of your experiences. While you may bring expertise in particular areas, the relationship is not intended to be hierarchical. Rather, it is founded on mutual respect, trust and the recognition that all participants bring valuable insights. The Judicial Collegium seeks to strengthen judicial leadership, support professional growth and contribute to stronger judicial institutions across the Pacific region.

Why the Judicial Collegium?

Women judges throughout the Pacific region continue to face barriers to professional advancement, leadership opportunities and participation in senior judicial roles. The Federal Court of Australia, through its DFAT-funded Australia-Pacific Judicial Partnership established the Judicial Collegium to address these challenges by:

- creating trusted professional relationships
- strengthening leadership capability
- improving access to professional networks
- supporting confidence and professional growth
- facilitating the sharing of experience
- building stronger judicial communities across the region

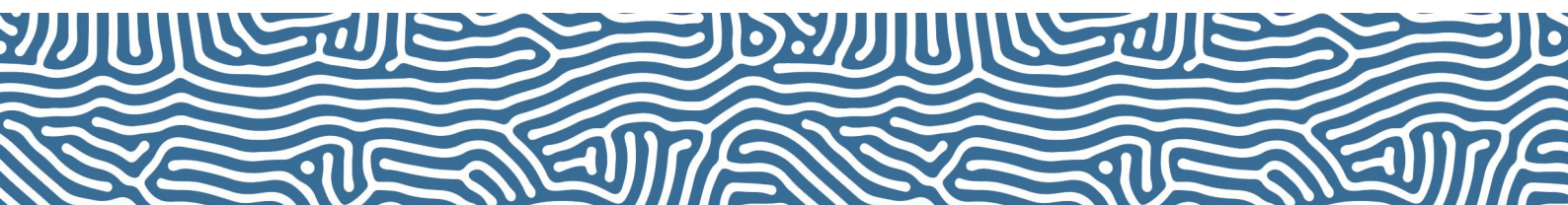
Your contribution supports not only individual participants, but also broader efforts to strengthen judicial leadership and gender equity across Pacific judiciaries.

The role of a Guide

A Guide is not expected to act as a trainer, consultant, supervisor or problem-solver. Rather, a Guide serves as a trusted judicial colleague who:

- shares relevant experiences
- asks thoughtful questions
- supports reflection
- provides perspective
- encourages accountability
- offers constructive challenge
- explores avenues for professional growth
- helps Members think critically about their professional development

As a Guide, you will support Members to identify their own solutions, strengthen their confidence and develop their leadership capability.





To support an effective matching process, Members will be required to reflect on and articulate their professional development goals, areas of interest, and learning needs. This will enable informed and suitable matching with a Guide.

Commitment

Participation as a Guide involves a commitment to support a Member for an initial six-month period. Guides should have capacity to:

- participate in a one-house orientation discussion
- participate in regular (e.g., fortnightly or monthly) discussions with the Member
- provide brief input into a progress review and final evaluation

The quality and consistency of engagement is important. Members will gain the greatest benefit from Guides who remain accessible, engaged and supportive throughout the relationship.

Member-led model

The Judicial Collegium follows a Member-led model. This means that Members are to take responsibility for identifying goals, scheduling meetings, preparing agendas, tracking progress, and driving discussions. Member-led does not mean Member-only. Guides should remain active participants who contribute experience, perspective and support. The role of the Guide is to help the Member maintain focus, refine goals and sustain momentum. It is also, where necessary, to support Member's confidence in playing a leading role within the relationship.

Supporting professional growth

Many Members will begin the program with goals that are broad or aspirational. Examples include 'becoming a stronger judicial leader', 'preparing for a future leadership role', 'increasing confidence', 'improving court administration skills', or 'strengthening professional influence'. A valuable contribution a Guide can make is helping a Member transform broad aspirations into practical and achievable objectives. For example:

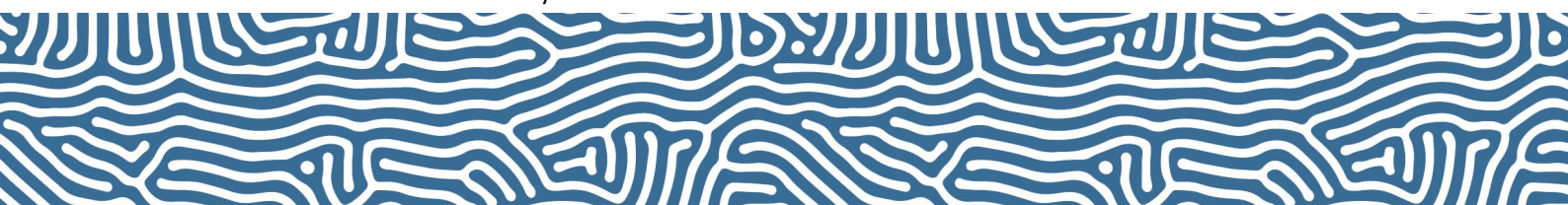
- **broad goal** = 'I want to become a stronger judicial leader.'
- **refined goal** = 'I want to improve my confidence and capability in leading court improvement initiatives.'
- **possible actions to achieve goal** = lead a project; facilitate meetings; participate in strategic planning; shadow senior judicial leaders; or strengthen stakeholder engagement skills.

Guides are encouraged, where required, to support Members to identify practical steps and realistic measures of success.

Reflection

Reflection is central to the Judicial Collegium model. Guides can encourage reflection by asking questions such as:

- What have you learned since our last discussion?
- What has surprised you?
- What barriers have you encountered?





- How have you responded?
- What would success look like?
- What options are available?
- What would you do differently next time?

Effective Guides often spend more time asking questions than providing answers.

Culture

Pacific judicial systems operate in diverse legal, cultural and institutional environments. What works effectively in one jurisdiction may not be suitable in another. Guides are encouraged to:

- approach discussions with curiosity and humility
- seek to understand local contexts
- avoid assumptions
- explore how ideas might be adapted locally
- recognise differing resource environments

A key objective of the Judicial Collegium is not mirroring approaches but adapting ideas in ways that suit local needs.

Professional exchange visits

Subject to available funding, Members may have the opportunity to undertake a professional exchange visit. Hosting a visit is optional. Guides may indicate their willingness to host during the application process. Exchange visits are intended to:

- deepen professional relationships
- support practical learning
- strengthen professional networks
- provide exposure to different judicial environments

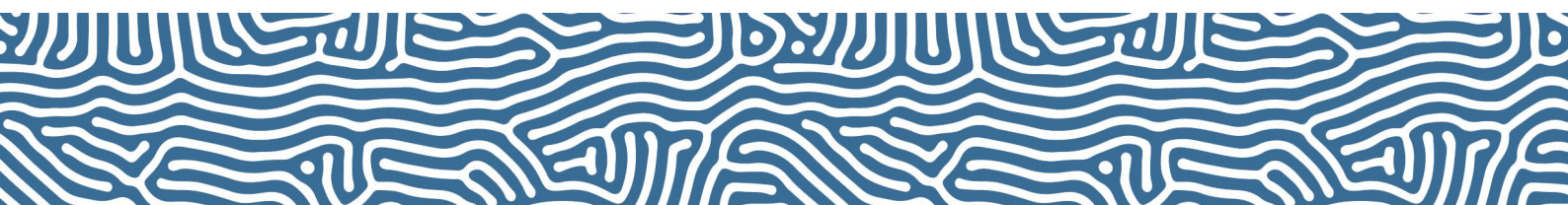
They are not study tours. As a general guide, approximately 75–80% of the visit should focus on engagement with the Guide and their court environment; and 20–25% may involve engagement with other courts, institutions or stakeholders where this supports the Member's learning objectives.

This approach helps keep visits practical, manageable and aligned with development goals. Guides are not expected to organise extensive external visit programs. The primary learning opportunity should arise through engagement with the Guide and observation of the Guide's professional environment.

Confidentiality and professional conduct

Trust is essential to a successful Judicial Collegium relationship. Guides are expected to:

- maintain confidentiality
- respect judicial independence
- avoid discussing active or ongoing cases
- respect cultural differences
- act professionally and respectfully
- uphold appropriate boundaries



Progress and learning

Guides play an important role in supporting Members throughout the Judicial Collegium partnership by helping them maintain momentum, reflect on learning, and achieve their development goals. During the six-month period, Guides are encouraged to support Members to revisit goals, review progress, overcome obstacles, recognise achievements, and reflect on how learning is being applied in their professional context.

As part of the Australia-Pacific Judicial Partnership's commitment to strengthening judicial quality, resilience and gender equity, Guides will be invited to contribute observations and reflections during and at the conclusion of the partnership. Reflections may focus on areas such as growth in confidence, leadership development, application of learning in practice, changes in leadership approaches or behaviours, increased professional engagement or influence, and progress towards individual goals. Guides are provided with a template and questions to assist this process.

At the end of the partnership, Guides will be asked to contribute to a brief evaluation using templates provided. This information will help APJP understand what worked well, identify opportunities for improvement, assess how learning and goals were applied in practice, and determine whether participation contributed to Members' readiness for leadership opportunities. The information collected is used solely for APJP's Monitoring, Evaluation, Learning and Design framework to assess and improve the Judicial Collegium program. It is not intended to assess any Member's performance, competence or suitability for judicial office.

Assistance

The APJP Team will be on hand throughout the process to assist with anything you need and your Member might need. Whether its assistance to ensure you meet regularly, plan and organise an exchange, navigate challenges or maintain momentum – we are here to help. **Contact:** moe.moe@fedcourt.gov.au.

Apply?

Should you be interested in becoming a Guide to a Pacific judicial officer, please complete the table and questions in the application form (provided separately), emailing your response to: moe.moe@fedcourt.gov.au.

